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POLICY REVIEW

UNICEF EXTERNAL RELATIONS: A REVIEW

SUMMARY

In response to Executive Board decision 1990/14 (E/ICEF/1990/13), the present report has been prepared for the twofold purpose of (a) clarifying the role and specific functions of the external relations units mentioned as requiring better definition and better information in the evaluation of UNICEF external relations policies and functions provided to Board members in November 1989; and (b) reviewing the role, functions and resources of the Geneva Office, with a view to enabling it to meet the new challenges that Europe offers in the 1990s. The introduction reviews decision 1990/14 and explains the contents and intent of the present paper. Chapter I provides a short summary of the role, objectives, function and structure of the external relations group and provides the requested clarifications. It also notes changes and improvements made as a result of decision 1990/14. Chapter II provides the information requested on the Geneva Office, with particular reference to the evolving situation in Europe. Resource and budgetary implications are also addressed, but the relevant recommendations are contained in the revised budget estimates for the biennium 1990-1991 and budget estimates for the biennium 1992-1993 (E/ICEF/1991/AB/L.1). Accordingly, the present report is presented to the Executive Board for information only.

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INTRODUCTION

1. At its 1990 session, the Executive Board requested the Executive Director "to review the role, functions and resources of the Geneva Office and the size and level of its staffing, to enable it, in particular, to meet the new challenges that Europe offers in the 1990s, and to present a report thereon, with appropriate recommendations, to the 1991 session of the Executive Board" (decision 1990/14).

2. Furthermore, it requested the Executive Director "to clarify to the Executive Board at its 1991 session the complete role and specific functions of the external relations units mentioned in the evaluation study [of UNICEF external relations policies and functions presented to Board members in November 1989] as requiring better definition and better information, including consideration of such aspects as mandates, resource requirements, outputs and effectiveness, and noting changes and improvements made as a result of this resolution".

3. The Executive Board also expressed its support for the preliminary steps taken to improve integration of the planning and management of UNICEF external relations, as well as the preliminary measures proposed to strengthen the linkages between external relations efforts at headquarters, in the field and with National Committees for UNICEF. It requested the Executive Director to ensure that external relations had the necessary capacity for planning, budgeting and evaluation, particularly of the impact of activities.

4. The Executive Board requested further that, beginning in 1992, the Executive Director (a) include in country programme recommendations that have a significant external relations component, a section setting out external relations activities, expenditures, accomplishments, problems and future plans; and (b) make the planning of external relations and advocacy an integral part of the medium-term plan process specifying, inter alia, goals, objectives, activities, outputs, staffing and resource requirements and an evaluation plan.

5. The present report directly addresses the requests contained in paragraphs 1 and 2 above and the underlying issue of how to ensure effective strategic planning and management in the external relations area.

6. The report does not address the request detailed in paragraph 4 above, which requires action beginning in 1992, but it should be noted that guidelines have been issued to field offices to provide the required information in the country programmes and that the planning process henceforth will include a more systematic analysis of external relations as an integral part of the country programme recommendation. As of 1992, the UNICEF medium-term plan and the country programme recommendations to the Executive Board will contain sections on programme advocacy and resource mobilization, which are the concrete expression of external relations in UNICEF programme cooperation in the field.

7. For an overview of UNICEF external relations and a historical perspective of their development, previous Executive Board papers on external relations (E/ICEF/L.1321, E/ICEF/L.1455, E/ICEF/1987/L.4, E/ICEF/1988/L.8/Rev.1, E/ICEF/1989/L.4 and E/ICEF/1990/L.4) are available to delegations on request.

I. ROLE AND FUNCTION OF EXTERNAL RELATIONS DIVISIONS

8. The present paper provides information required by decision 1990/14, but does not set out to provide a comprehensive description of the specific mandate, role and functions of all external relations units since that information was provided in the documents prepared for the 1989 and 1990 Executive Boards (E/ICEF/1989/L.4 and E/ICEF/1990/L.4). A detailed directory, "External relations: who does what", will be made available to Board members and other interested delegations.

9. In order to provide the framework within which the requested clarifications must be viewed and within which the Geneva Office operates, however, a short summary follows of the role, objectives, function and structure of the external relations group.

10. The role of UNICEF external relations is to mobilize for the overall objectives of UNICEF, as outlined in the goals and strategies for children in the 1990s (E/ICEF/1990/L.5) and the medium-term plan for the period 1990-1993 (E/ICEF/1990/3 and Corr.1).

11. The overall organizational objectives encompass seven major goals and some 20 supportive sector-specific goals in the four broad areas of health, nutrition, water supply and sanitation and basic education. These objectives are to be addressed within the context of the country programmes in developing countries and within the framework of the Convention on the Rights of the Child and the World Declaration on the Survival, Protection and Development of Children and the Plan of Action for Implementing the World Declaration on the Survival, Protection and Development of Children in the 1990s, adopted by the World Summit for Children, at New York on 30 September 1990. Support for the realization of these goals is provided at the national level in both developing and industrialized countries, as well as at regional and international levels.

12. The external relations objective of UNICEF is to support the realization of these goals through advocacy, information, mobilization of partners and allies, education for development and fund-raising.

13. UNICEF external relations endeavour to strengthen and develop support and cooperation for the realization of the goals established for the 1990s through programme advocacy and resource mobilization. As such, external relations is an important function of all UNICEF staff, especially at the senior managerial level.

14. The external relations divisions at headquarters help the organization and its partners in this work of programme advocacy and resource mobilization. Functionally, the work of external relations at headquarters is carried out by the Division of Information, the Division of Public Affairs, the Programme Funding Office, the Greeting Card Operation (GCO) and the Geneva, Tokyo and Sydney Offices.

15. The external relations functions of field offices are integral parts of the country programmes and are carried out by the field offices themselves. Regional directors and country representatives are responsible for all programme-related matters, including programme advocacy and resource mobilization, and are also responsible for facilitating the gathering of material or other efforts needed for global advocacy and fund-raising by other parts of the organization.

16. In the industrialized world, the role of UNICEF is one of advocacy, information, education for development and fund-raising and depends considerably on the work of the National Committees for UNICEF.

17. At headquarters, the global scope of action requires greater differentiation and specialization of the skills involved. At the international level, the secretariat seeks to improve the environment for action through advocacy with Governments and in intergovernmental forums, with and through National Committees and the media, and in cooperation with single or issue-based alliances of non-governmental organizations (NGOs), parliamentarians and religious leaders, capitalizing upon the high visibility support of goodwill ambassadors, special representatives and other celebrity supporters.

18. It is the function of the Division of Information:

(a) To provide policy guidance on information issues;

(b) To provide information and facilitate exchanges of experience about UNICEF and the concerns of children to the media, National Committees and NGOs through briefings, press conferences, print materials, electronic systems and audio-visual materials;

(c) To promote education for development;

(d) To develop and strengthen alliances with the media in support of children and UNICEF;

(e) To assist field offices and National Committees to develop national information programmes;

(f) To provide technical advice to the organization on information issues.

19. It is the function of the Division of Public Affairs:

(a) To provide policy guidance on legal and advocacy matters regarding National Committees;

(b) To provide policy guidance and operational support to National Committees;

(c) To develop and strengthen the relationship with the NGO Committee on UNICEF and other NGO groups;

(d) To develop and strengthen relationships with international NGOs;

(e) To develop international alliances with parliamentarians, artists and intellectuals, religious leaders and intergovernmental organizations;

(f) To provide support to facilitate the ratification and, in cooperation with other divisions, the implementation of the Convention on the Rights of the Child;

(g) To identify, recruit and organize the work of goodwill ambassadors and other celebrity supporters.

20. It is the function of the Programme Funding Office:

(a) To provide policy guidance, policy coordination and conceptual support for all UNICEF funding, whether from Governments, intergovernmental organizations, National Committees or NGOs;

(b) To establish UNICEF funding objectives, in coordination with the UNICEF Programme Division and field offices;

(c) To establish and coordinate implementation of UNICEF funding strategies;

(d) To mobilize resources for UNICEF through fund-raising with Governments and intergovernmental organizations, and for all supplementary funding, regardless of source;

(e) To support the Executive Director and the Deputy Executive Directors in their contacts with Governments of industrialized countries;

(f) To support the mobilization of resources for children in general.

21. It is the function of GCO (see also document E/ICEF/1991/AB/L.6):

(a) To provide policy guidance to sales partners for the sale of UNICEF products;

(b) To produce and distribute promotional materials, as well as cards and other products;

(c) To raise funds from the private sector in cooperation with National Committees and field offices;

(d) To develop fund-raising tools and provide support to National Committees and field offices in their fund-raising efforts with the private sector;

(e) To develop exhibits and provide guidance on the graphic identity of UNICEF throughout the organization (e.g., use of the UNICEF logo).

22. In 1989, policy functions relating to National Committees were transferred to New York, where all other external relations policy functions are also concentrated, as are those for programmes and operations. The Geneva Office thus functions as an outreach office of the external relations divisions in Europe and as an outreach office for certain programme concerns.

23. The Office of the Representative for Australia, Japan and New Zealand is located at Tokyo, with a liaison office at Sydney. These offices carry out advocacy, fund-raising, information and supply functions under headquarters' guidance and liaise with the respective National Committees and NGOs in Australia, Japan and New Zealand.

24. Executive Board decision 1990/14 requested clarification of the "complete role and specific functions of the external relations units mentioned in the evaluation study as requiring better definition and better information". The paragraphs below address the comments to this effect in the evaluation report.

25. The 1989 "Evaluation and analysis of UNICEF external relations policies and functions" indicated the need for better definition of the respective roles and functions of external relations divisions. The evaluation articulated a general feeling that there was a lack of clarity as to who did what and why in the area of external relations, with a concomitant concern about duplication of function and confusion in supervision and management of staff.

26. The secretariat has addressed the concerns expressed in the evaluation and those of the Executive Board in the ways indicated below, which together should lead to the strategic management that both the Executive Board and the secretariat desire. The changes and improvements indicated below are a result of the evaluation and decision 1990/14.

27. To provide concrete guidance on the allocation of responsibilities within the external relations group, the secretariat has prepared a detailed directory called "External relations: who does what", which will be made available to Board members and other interested delegations. The main audiences for this directory are the National Committees and UNICEF staff in

field offices and at headquarters, but it could also be of use to interested Executive Board members and other delegations. The purpose of the directory is to describe in some detail the allocation of responsibilities among and within the external relations divisions, and to indicate the specialized focal points in each area.

28. Many of the issues raised in the evaluation related to the roles of the Geneva Office and headquarters divisions vis-à-vis National Committees and other advocacy and coordinating functions. The clarification of the role of the Geneva Office presented in chapter II underlines its central operational role in support of National Committees in Europe and the Eastern Mediterranean, which is supported by policy formulation in New York. The overall global focal point for National Committees remains the Division of Public Affairs in New York, which also has operational responsibilities vis-à-vis non-European National Committees. Day-to-day support to National Committees in Europe will continue to be provided by the Geneva Office, with specialized support provided to National Committees by the appropriate division within the external relations group. Illustrations of the latter would be technical workshops, support for matters concerning recognition agreements, technical GCO workshops and the elaboration of what is known as the "country approach" (see para. 29 below).

29. The "country approach" in particular will provide a framework for integrated planning and action. Its purpose is to plan and coordinate all UNICEF initiatives within a given country, whether with the Government, the National Committee, relevant NGOs or other institutions. The external relations group is responsible for developing the country approach in cooperation with the respective National Committees. The Programme Funding Office is currently the focal point in this area.

30. The evaluation also pointed to some specific issues that needed resolution, such as the allocation of responsibility for publications and the accuracy of advocacy materials.

31. It has been reconfirmed that the Division of Information is solely responsible for media relations at headquarters and will continue to work with all headquarters divisions requiring media support. It will also be responsible for the production of all audio-visual, print and electronic information materials, excluding the production of GCO direct mail packages and the annual review.

32. An Information Products Committee has been established to review all proposals for newsletters, booklets, pamphlets, kits, publications and audio-visual materials to be produced at headquarters. The Committee has as its Chairman the Director of the Division of Information and includes one member each from the Division of Public Affairs, GCO, the Programme Funding Office and the Programme Division. The Director of the Division of Information also serves as the Chairman of the Programme Publications Committee.

33. Another specific concern expressed in the evaluation was the handling of special events. Special events with a direct, private fund-raising purpose are now handled globally, in cooperation with National Committees, by the Special Fund-raising Events and New Initiatives Section in GCO while special events for advocacy are the responsibility of the Division of Public Affairs. The latter also coordinates the missions of goodwill ambassadors, special representatives for the performing arts and sports and other celebrity supporters, including artists and intellectuals. In this area it works closely with the Division of Information to coordinate media opportunities and events for the celebrities and with GCO for special fund-raising events. The Special Events Assistant at Geneva provides day-to-day support to the Division of Public Affairs component of these activities in Europe.

34. The lack of adequate internal communication, coordination and strategic management was another major concern addressed in the evaluation. These issues have been addressed by instituting bi-weekly meetings of all external relations division directors under the chairmanship of the Deputy Executive Director, External Relations. The purpose of these meetings is to ensure detailed strategic thinking and planning and a continuous information exchange for the external relations group, as well as to identify issues that need coordinated planning and management. Ad hoc task forces, led by a designated team leader, are created as needed to deal with specific issues requiring further deliberation.

35. The External Relations Committee is the mechanism by which a larger group of senior staff addresses policy and management issues concerning UNICEF external relations. This Committee meets as required, but no less than quarterly, under the chairmanship of the Deputy Executive Director, External Relations. In addition to the external relations group division directors in New York, its membership includes the Executive Director, the Deputy Executive Directors for Operations and Programmes, the Director of the Geneva Office (when in New York), the Secretary of the Executive Board, the Directors of the Programme Division, the Planning and Coordination Office, the Division of Personnel and the Evaluation Office, plus the Comptroller and the Chief, Programme Communications.

36. The question of resource and staff requirements for each part of the external relations group, including the Geneva Office, has been addressed in detail in the biennial budget submission (E/ICEF/1991/AB/L.1) and, in the case of GCO, in its 1991 work plan (E/ICEF/1991/AB/L.6).

37. Additional support to National Committees, particularly in the crucial area of financial development, is provided by a Special Advisor on National Committee Development, recently appointed by the Executive Director. The special advisor will support the long-term financial development of National Committees and provide management advisory support, in close cooperation with the Division of Public Affairs, the Programme Funding Office, GCO and the Geneva Office. This support is particularly critical to markets with high potential, such as the United States, and to National Committees in Central and Eastern Europe.

38. Continuous analysis and evaluation of outputs and effectiveness is a hallmark of good management. Individual divisions are encouraged to conduct assessments and evaluations of their activities as an ongoing management tool. In addition, evaluation activities receive support from the Evaluation Office during their planning and implementation phases. A summary description of the outputs of the external relations group is also included in the Executive Director's report (E/ICEF/1991/2, Parts I and II).

39. Since the 1990 session of the Executive Board, the following evaluations, studies and assessments have been undertaken:

(a) An information resource management study of external relations. As a result of the evaluation and Executive Board decision 1990/14, an in-house study involving field offices, headquarters, the Geneva Office and National Committees was undertaken to analyse how UNICEF used information, what problems were currently encountered and what improvements were needed to use information more effectively. The main purpose of the study was to define information needs to support the short- and long-term plans of the external relations group. The study made a number of preliminary recommendations, which are presently being addressed;

(b) A global information survey. In response to the evaluation and to recommendations made by National Committees, the Evaluation Office and the Division of Information commissioned a global survey to determine the usefulness to field offices and National Committees of information services and products provided by headquarters, field capacity to furnish information materials requested by National Committees and the opinions of field office staff concerning the use of the recently approved communications support programme. The recommendations of the survey are currently being implemented.

40. Regarding work with parliamentarians, an evaluative review of activities with the Inter-Parliamentary Union and the Global Forum of Parliamentarians for Population and Development is planned for 1991. An evaluation of activities with artists and intellectuals will also be undertaken in 1991.

II. GENEVA OFFICE

A. Role of the Geneva Office

41. The role of the Geneva Office has been under review in recent years, as documented in the external relations reports submitted to the Executive Board in 1988, 1989 and 1990 (see para. 7 above). It was reviewed internally again in 1990, as requested by the Executive Board.

42. The conclusion of the Executive Director is that the existing structure is appropriate and has functioned well. The present chapter presents a comprehensive review of the role and functions of the Geneva Office.

43. The Office will continue to provide operational support to National Committees for UNICEF and international NGOs based in Europe, while policy-making is vested in New York headquarters.

44. The major responsibility of the Office is to mobilize and support National Committees for UNICEF and NGOs in Europe. In addition the Office, in fulfilling the following functions in Europe under the guidance of headquarters, will continue:

(a) To inform and support the media;

(b) To promote education for development;

(c) To raise funds from the private sector;

(d) To provide support for emergency operations, including those in Central and Eastern Europe;

(e) To carry out liaison activities with the United Nations and other intergovernmental organizations in Europe;

(f) To provide information technology and information services;

(g) To provide an administrative framework and back-up for the above-mentioned functions.

45. Those functions contribute to the work of UNICEF in two important spheres by:

(a) Facilitating policy discussions between UNICEF and its European partners (including Governments, upon request from headquarters) and in appraising headquarters of the diversity of social, cultural, political and geographic factors in Europe which affect the work of the organization globally and, more particularly, are required to define policy for activities in Europe;

(b) Providing operational support to key partners, which is an area of increased importance in view of the need to form strategic alliances for children and the crucial role of National Committees.

46. The importance of the outreach role of the Geneva Office derives from a number of factors related to Europe:

(a) Of 32 National Committees, 26 are located in Europe and are responsible for about two thirds of all private-sector income;

(b) Of the 172 NGOs in consultative status with UNICEF, 110 are based in Europe;

(c) The new perspectives in the European Communities (EC) and the changes in Central and Eastern Europe offer new challenges for the National Committees for UNICEF. In addition, both the Convention on the Rights of the Child and the Plan of Action of the World Summit for Children (which 23 European heads of State or Government attended) must now be implemented in Europe. Both are global in scope and UNICEF must define its role in supporting their world-wide realization. This process will be under the overall guidance of New York headquarters, but the Geneva Office will also have a very important role to play.

47. The Director of the Geneva Office coordinates the work of all staff in order to ensure synergism and coherence, and also has direct operational responsibility over the public affairs functions and the administrative staff. Information, programme, emergency and GCO staff report directly to their respective division directors in New York. The Director is responsible for coordinating the development of one office-wide work plan, which ensures the optimum utilization of staff and resources. The Director, in turn, reports to the Director of the Division of Public Affairs in New York. Since the primary function of the Geneva Office is to support National Committees, at least two thirds of his time is directed to public affairs functions, including work with NGOs and intergovernmental organizations, parliamentarians and religious leaders. Upon request from headquarters, the Director, at times, also represents UNICEF, for example in contacts with United Nations and intergovernmental bodies in Europe.

48. The work of the New York Division of Public Affairs and its counterpart sections at Geneva is organized on the basis of a joint work plan, which is prepared on a yearly basis and reviewed at mid-term. This work plan establishes joint and differentiated responsibilities within the mandates of the headquarters Division of Public Affairs and the Geneva Office.

49. Following a careful review, the Executive Director believes that the level of responsibility and the importance of the Office warrant that the Director's post again be classified at the D-2 level as in the past. This proposal is, therefore, included in the biennial budget submission to the Executive Board (E/ICEF/1991/AB/L.1).

50. In order to strengthen further the capacity of the Geneva Office to provide operational support to the National Committees in Europe, it is also proposed in the budget recommendation that:

(a) An additional post of Operations Officer (P-4) be created, which will free the Deputy Director, who also serves as Chief of the National Committees Support Section, from many administrative functions in favour of substantive work with the Committees;

(b) One post of Public Affairs Officer, National Committees, be upgraded.

B. Major functions of the Geneva Office

1. Mobilization and support of key partners and allies

51. Virtually every section or unit of the Geneva Office is involved in mobilizing and supporting key partners and allies in Europe, i.e., by cooperating with the National Committees for UNICEF in 26 countries, European and European-based institutions, NGOs and intergovernmental organizations, United Nations agencies and/or organizations and the media, as well as individual celebrity spokespersons such as goodwill ambassadors.

National Committees for UNICEF

52. The World Summit for Children, the Convention on the Rights of the Child and the changes in Central and Eastern Europe provide unique opportunities for advocacy and the generation of moral and financial support for children everywhere. National Committees for UNICEF will play a crucial role in the realization of this potential. Substantive activities will be defined within the framework of the above-mentioned "country approach", a country-by-country exercise of strategic planning of UNICEF work. The particular role of each National Committee in promoting the translation of the Summit Declaration and Plan of Action into reality will vary from country to country. The lead role in initiating and coordinating the country approach rests with the Programme Funding Office, in cooperation with all external relations divisions at headquarters and, as far as the National Committees are concerned, with the substantive involvement of the Division of Public Affairs (National Committees Section), GCO and the Geneva Office.

53. While all sections of the Geneva Office cooperate with different National Committee counterparts in their respective functional areas, as do headquarters divisions, it is the National Committee Support Section that focuses on all the operational support needs of National Committees in Europe and the Eastern Mediterranean. This includes strengthening the public support base for UNICEF by assisting National Committees in their efforts to enlarge their volunteer support networks and in the formulation and implementation of Committee work plans, providing for an exchange of information and experience between Committees, as well as maintaining close liaison with the management of the Committees. The section also assists in the preparation of major National Committee meetings.

54. Adequate support and advice can be provided only through constant dialogue, a profound knowledge of the context and resources of the National Committees and an effective two-way information flow. In order to ensure in-depth knowledge of the country environment, as well as of the capacities of National Committees, the Geneva Office will assign its staff specific country responsibilities. This was recommended in the external relations evaluation and is in keeping with the UNICEF management decision on better workplanning for both the organization and National Committees. It will also render the analysis of National Committee work plans and annual reports more meaningful and facilitate thematic support to National Committees in areas of increasing

importance such as follow-up to the Convention on the Rights of the Child, education for all and the post-Summit mobilization.

55. Support and advice to National Committees in Europe also entail facilitating contacts at the working level with UNICEF country offices in order to pursue fund-raising efforts in support of programme delivery. This will be done in cooperation with the Programme Funding Office, which can provide an overview of the programmes and projects that need to be funded, which field offices wish to receive visits from donors and which UNICEF staff members are available for visits to Europe.

56. In the short and medium term, the Geneva Office will be closely involved in helping to build capacity in the newly evolving structures of National Committees in Central and Eastern Europe. In view of the global ethos of a "first call for children" expressed at the World Summit and in response to recently identified needs of children, the Geneva Office is strategically situated to help with programme advocacy and support for children during the current difficult transitional period in these countries (see also para. 90 below).

57. While, as already mentioned, the global policy functions relating to National Committees are carried out by the Division of Public Affairs in New York, the Geneva Office provides the major share of operational support to National Committees in Europe and guidance in their development. Therefore, the Director is closely involved in all issues related to National Committees. Support for the Committees is, of course, also backstopped by the various other external relations headquarters divisions through their outposted personnel at Geneva. To provide adequate and comprehensive support to National Committees, the Director must ensure close coordination among all sections of the Geneva Office dealing with National Committees and other partners also cooperating with them.

Non-governmental organizations

58. The Geneva NGO Section is a major part of the NGO Section of the Division of Public Affairs in New York, with a work plan that specifies joint and differentiated responsibilities. The NGO Section is working to reinforce existing links and develop new alliances through strengthened dialogue with international NGOs located in Europe.

59. To build alliances with NGO partners, the NGO Office at Geneva regularly:

(a) Shares information with NGOs to promote awareness of the mandate, policies and programme priorities of UNICEF;

(b) Cooperates with selected NGO publication editors to stimulate the publication of articles on UNICEF priorities;

(c) Provides feedback to headquarters on NGO priorities and concerns;

(d) Mobilizes key partners for bilateral cooperation, both for advocacy and programme delivery;

(e) Promotes and supports selected NGO events with appropriate materials to ensure that children's concerns are addressed;

(f) Participates selectively in NGO events and meetings that offer possibilities for advocacy for children's issues.

60. The section also services NGO collaborative structures, in particular the NGO Committee on UNICEF, which maintains an active board and working groups in both New York and Geneva. The NGO Committee provides a forum for ongoing exchange on policy and strategies between UNICEF and NGOs active in child-related areas, and assists UNICEF in reaching out to new constituencies. Other collaborative structures have also been formed around specific issues, such as assistance to Central and Eastern Europe, which include NGOs outside of the NGO Committee, thus providing a regular channel for exchange and cooperation with a broader audience.

61. The section also works with parliamentarians and religious bodies and maintains regular contacts with other main partners in the United Nations system. The section assists headquarters in matters regarding implementation of the Convention on the Rights of the Child.

62. The evolving global concern of UNICEF for children will require increased links with NGOs based in Europe, as well as fostering closer links with international NGOs for global child advocacy. Cooperation among national chapters of international NGOs and National Committees and field offices will be promoted. Collaboration between National Committees and NGOs has so far varied greatly, with some National Committees very active in this respect, while others give it relatively low priority. Support to field office collaboration with NGOs will also be strengthened.

63. A priority dimension of efforts of the Geneva Office to build new alliances is its work with youth NGOs.

64. The implementation of the Convention on the Rights of the Child will increase demands for information and collaboration. The Convention emphasizes the universality of children's rights, and a careful balance will have to be struck by the Geneva Office between the promotion of a global ethic of caring for children, justifiably centred on the plight of children in developing countries, and an advocacy role that could uphold the principle of universality of children's rights and needs, wherever they are.

Liaison with United Nations organizations and European institutions

65. In resolution 45/217 of 21 December 1990, the General Assembly urged all relevant organs, organizations and bodies of the United Nations system to take into account the goals, strategies and recommendations of the Declaration and the Plan of Action of the World Summit for Children in carrying out their

programmes, and invited the relevant governing bodies to consider specific measures, within their competence, to address the special needs of children in the light of the Declaration and the Plan of Action.

66. The principal responsibility for coordinating UNICEF liaison with other United Nations agencies rests with the Special Assistant to the Executive Director and the Director of United Nations Affairs in New York, who is part of the Executive Director's Office. The respective headquarters divisions have direct contact with the relevant United Nations agencies on specific subjects. Because of its geographical location, however, the Geneva Office also carries out liaison as required with sister agencies at Geneva and in Europe. In connection with the very important liaison function between the World Health Organization (WHO) and UNICEF, a Senior Adviser on Health has been assigned to the Geneva Office as the liaison for objectives laid down by the two organizations concerning health and nutrition goals for the 1990s.

67. In addition to the above-mentioned functions, the Geneva Office needs to build contacts in areas where they are weak and to take a more active role in meetings with key partners on topics of interest to UNICEF. In the medium term, links will be strengthened, especially in relation to the Convention on the Rights of the Child, with EC, the European Parliament, the Council of Europe, the new European Bank for Reconstruction and Development (EBRD), universities, media institutions (such as the European Broadcasting Union) and a number of other research and reference institutions (such as the Paris International Children's Centre). Following the Summit, such advocacy should also significantly increase UNICEF outreach for implementation of recently adopted global child policies. Institutional links with EC and EBRD for fund-raising purposes are the responsibility of the Programme Funding Office.

68. The Geneva Office also carries out liaison, as necessary, with the International Child Development Centre at Florence, Italy.

69. The above liaison/representation functions are carried out by the Director and the Deputy Director, the National Committee Operational Support Section, the Emergency Section and the NGO Section, as well as the Information and Education for Development Section, the Reference and Documentation Centre and the Information Resource Management Group.

Support to goodwill ambassadors and celebrity spokespersons

70. Goodwill ambassadors and celebrity spokespersons provide UNICEF with high international visibility and promote children's issues and the organization's strategies and work. The evolving mandate and increased advocacy of UNICEF can be expected to lead to increased requests for spokespersons, goodwill ambassadors and other celebrities.

71. The Geneva Office cooperates with both New York headquarters and the relevant National Committees in supporting UNICEF goodwill ambassadors and special representatives in Europe and in the organization of special events for advocacy, in accordance with the "Guidelines for UNICEF Celebrity

Supporters" (CF/EX 1988-2928, Rev.1). Special fund-raising events have been consolidated with the Special Fund-raising Events and New Initiatives Section (GCO, New York).

2. Information resource management and support

72. The Information Resource Management Section and the Reference and Documentation Centre support all sections of the Geneva Office, as well as National Committees, by providing appropriate information technology and information services. Other users include field offices, New York headquarters, the International Child Development Centre at Florence, NGOs and United Nations agencies and organizations, as well as other institutions and the public. A decision on the future GCO commercial system will be made after completion of a study to be carried out in 1991 by a team of experts. The section is under the direct responsibility of the Director of the Geneva Office.

73. Major areas of support include the selection and acquisition of information systems, organization, synthesis and analysis of information, production and dissemination of information materials and response to requests for information.

74. In the medium term, the section will:

(a) Ensure access to needed information by accessing UNICEF or external data bases;

(b) Support the processing of data by using existing UNICEF information systems or developing systems, in agreement with Information Resources Management in New York;

(c) Provide tools for the effective analysis and presentation of data;

(d) Assist National Committees in defining their growing information requirements, providing advice and guidance on hardware, software, services, training and related problems;

(e) Create an efficient technology infrastructure to support the work of the Geneva Office, which will require increased use of headquarters and field systems (e.g., Global Field Support Services, commercially available systems, improved office automation facilities, etc.);

(f) Participate in the implementation of the new GCO commercial system.

75. The Reference and Documentation Centre provides information materials to key partners, agencies, organizations and the public. It keeps bibliographic files and files on organizations or institutions active in child-related fields. It also undertakes research for a variety of audiences, drawing on the resources of the headquarters' library, and identifies resources such as external data bases and other bibliographic sources. In the medium term, it

expects increasing requests from National Committees and others for information, documentation and material, especially as follow-up to the World Summit for Children.

3. Information and education for development

76. The Geneva Information and Education for Development Section is a major outreach office of the Division of Information in New York, with an integrated work plan that assigns specific responsibilities to the section for work with National Committees, international media, NGOs and international organizations in Europe in the fields of information and education for development.

Informing the media

77. The media are key partners in mobilizing support for children and UNICEF. The section provides information to the media, in cooperation with the United Nations Office in Geneva, sister agencies and organizations and National Committees in 26 countries, plus other organizations. The work of the section requires close cooperation and coordination with a number of Geneva Office sections and units, including the Director's Office, the National Committee Support Section, the Emergency Section, the NGO Section, GCO and the Reference Centre, etc.

78. The major information activities are:

(a) Stimulating in-depth coverage in European media of UNICEF priority concerns and activities (including emergencies) through media seminars, press conferences, interviews, journalists' field missions, audio-visual co-productions and participation in the definition of the UNICEF global information strategy at headquarters;

(b) Representing UNICEF at press briefings conducted twice weekly at the United Nations Office in Geneva, where all major media are represented;

(c) Within the framework of the country approach, servicing and supporting National Committees in Europe in planning and implementing their information activities, providing support materials and coordinating information exchange activities, organizing informal consultations with technical committee staff, servicing the National Committee Information Workshop and briefing and training National Committee Information Officers;

(d) Providing information support to special fund-raising events, fund-raising campaigns and, especially for emergencies, to both National Committees and the media;

(e) Collaborating with other sections in the Geneva Office on advocacy projects of common interest with United Nations organizations and agencies, NGOs and intergovernmental organizations based in Europe; informing the media about follow-up and implementation of the Summit Declaration and Plan of

Action and the Convention on the Rights of the Child; and increasing contacts with field offices and the International Child Development Centre at Florence;

(f) Producing language versions of selected New York headquarters publications, such as the State of the World's Children report, and coordinating production of special information products.

79. In the medium term, this section will work with the Division of Information:

(a) To increase awareness about the Summit Declaration and Plan of Action and matters related to the Convention on the Rights of the Child;

(b) To develop closer relationships with National Committee counterparts, including assisting National Committees to strengthen their capacity to work with their own national media;

(c) To build up knowledge on the situation of the child in Europe;

(d) To review major upcoming international conferences or international years to fully exploit their potential for advocacy for children and participate, whenever appropriate, in collaborative activities with participating agencies and organizations. In general, cooperation with information staff from other United Nations bodies at Geneva is yielding positive results and is to be increased in the future. Contacts with European institutions are to be strengthened;

(e) To increase contacts with field offices through regular information gathering missions.

Education for development

80. This is an area where UNICEF has strengthened its staff capacity, with the appointment of a Chief of the Education for Development Section in New York (P-5) and by filling the post of Education for Development Officer (P-3) based at Geneva.

81. The senior Education for Development Officer in New York will have overall responsibility for all UNICEF education for development policy, in close collaboration with National Committees and educational experts. Ongoing consultation will also involve UNICEF field officers, other United Nations and intergovernmental agencies, NGOs and universities.

82. Following from this policy formulation, UNICEF education for development activities in the coming year will include holding training workshops, the publication of relevant teaching and/or learning materials and resources, where needed, and the development of special projects (including study visit projects, joint projects between National Committees and projects involving National Committees and school-based education for development networks).

83. The Education for Development Unit at Geneva will assist in these activities by organizing workshops, publishing information circulars and bulletins, acting as a clearing house for UNICEF and non-UNICEF education for development materials and mobilizing information, experience and materials on education for development with National Committees and other bodies (e.g., field offices, NGOs, other United Nations and intergovernmental agencies and schools and colleges).

4. Support to emergency programmes, including those in Central and Eastern Europe

84. While the global support centre for emergency activities remains in New York, Geneva serves a facilitating role, as many emergency response agencies are located in Geneva or in other countries in Europe.

85. The Emergency Section at Geneva maintains informal liaison with National Committees and donor countries, at headquarters' request, for purposes of information support to resource mobilization for different emergency situations in the world. This is done under the guidance of New York, where the Programme Funding Office is responsible for officially transmitting funding requests to Governments and National Committees.

86. The Emergency Section liaises on behalf of field offices with Geneva-based United Nations agencies, in particular the Office of the United Nations Disaster Relief Coordinator (UNDRO), the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Food Programme (WFP), WHO and the United Nations Office of the Coordinator for Afghanistan. It represents UNICEF at the International Council of Voluntary Agencies, the League of Red Cross Societies/Voluntary Agencies Steering Committee on Emergencies, the League of Red Cross/Red Crescent Societies and the International Committee of the Red Cross, as well as emergency coordination meetings.

87. In coordination with WHO, UNDRO, UNHCR, the United Nations Development Programme (UNDP), the International Decade for Natural Disaster Reduction Secretariat and New York headquarters, the section participates in disaster preparedness activities, as well as in the development and implementation of the UNICEF global emergency training plan.

88. The section participates in inter-agency assessment missions and provides technical backstopping to field offices in needs assessment, appeals and programme preparation, in consultation and agreement with the Director, Emergency Programmes, in New York.

89. The section assists in the briefing and training of emergency project staff.

90. With the rapidly unfolding situation in Central and Eastern Europe, UNICEF has been requested to support programmes in these countries. For this purpose, in 1990, the Executive Board approved transitional support to Central

and Eastern Europe for a three-year period (1990-1992) (decision 1990/5). This required providing the necessary staff, i.e., two programme officer posts. The Chief of the Unit (P-5) is based in the Programme Division, New York, and under his guidance, a Programme Officer at Geneva (P-4) will, as required, support situation analysis, preparation, implementation and monitoring and evaluation of programmes in Eastern Europe. In addition, follow-up to special requests for emergency assistance, participation in assessment missions and involvement in other issues regarding Central and Eastern Europe will be undertaken, as necessary. To this effect, UNICEF has appointed a Special Representative (L-5) stationed in Bucharest, Romania, to be responsible for UNICEF emergency assistance to that country, for which additional emergency contributions of some $4 million have been received.

5. Personnel, administrative and financial services

91. The Personnel, Administrative and Financial Services Section provides the Geneva Office with support, including administrative, financial and personnel services. National Committees also benefit in selected areas from support services provided by the section.

92. The major activities carried out include:

(a) Advising and assisting National Committees, upon request, in areas of administration, finance, accounting, communications and logistics support;

(b) Overseeing the distribution of all UNICEF materials and publications (print and audio-visual) to key partners in Europe (but not including GCO materials);

(c) Providing common administrative and personnel services to the entire Geneva Office, including GCO and three specialized staff in charge of immunization, oral rehydration and programme communications who are working at WHO, but are administratively serviced by the Geneva Office;

(d) Overseeing telecommunications services;

(e) Overseeing and providing logistical arrangements for an increasing number of meetings, seminars and workshops for European and international audiences hosted in Geneva.

93. This section should be reinforced by the creation of an Operations Officer post (P-4), as proposed in the budget submission (E/ICEF/1991/AB/L.1). It will also expand its capacity for the distribution of substantially increased quantities of UNICEF material and publications and will integrate GCO common services requirements further in order to increase efficiency. It will computerize its personnel system and administrative operations for greater efficiency and improve coordination between headquarters and Geneva regarding the servicing of international staff.

6. Greeting Card Operation - Geneva Area Office

94. The geographic areas of responsibility of the Geneva Area Office are Europe, the Middle East and Africa. Europe is the largest GCO market and represents a major source of future growth. GCO will work to retain a strong foothold in this market based on the following considerations:

(a) Relations with major European National Committee partners of GCO must remain close and strong;

(b) Large quantities of products, marketing material and promotional material are produced, stored, distributed and sold in this region;

(c) Financially, the area covered by the Geneva Area Office generates the highest sales and fund-raising revenues, i.e., more than two thirds of the GCO turnover and four fifths of the net operating income from UNICEF product sales.

95. The GCO Geneva Area Office, just like the New York GCO Area Office, is fully integrated into GCO, both operationally and financially. The global GCO work plan, submitted annually to the Executive Board (E/ICEF/1991/AB/L.6), includes consolidated budgets, plans and progress reports representing the work of both the New York and Geneva GCO Area Offices.

96. While fund-raising with Governments in Europe and project fund-raising is a function carried out from New York, private sector fund-raising for general resources with and through National Committees and UNICEF field offices is being carried out by GCO in Geneva, through the sale of GCO products, licensing and direct mail fund-raising initiatives.

97. A business building plan is being developed with National Committees in Central and Eastern Europe that are now being retructured. This plan will help to provide a sound financial basis for their efficient functioning and allow them to raise increased income for UNICEF general resources.

98. The Director of the GCO Geneva Area Office reports directly to the Director at GCO headquarters and also carries out liaison, as required, with the Director of the Geneva Office. He is a member of the Greeting Card Management Committee, which oversees GCO global policies, operational plans and reporting structures.

99. Eight sections carry out the work of the Geneva GCO Area Office:

(a) The Art and Design Section works with artists, museums, galleries and collectors to gather around 1,000 designs per year, which are submitted to the Art Committee for selection in the annual UNICEF collection of cards and products;

(b) The Marketing and Sales Section implements operational plans, develops products, establishes and monitors marketing plans with National

Committees and field offices for increasing distribution and sales, and develops promotional materials to support sales;

(c) The Private Sector Fund-raising Section develops and disseminates methods and materials to help National Committees expand their fund-raising potential in areas such as direct mail, legacies and bequests and project submissions for general resources funding. Direct mail is currently the main method for development of this capability and has strong potential for growth;

(d) The Production Section plans and follows up the manufacturing of some 2,000 products (including various language versions) with more than 90 different suppliers;

(e) The Procurement Section purchases the raw materials, the services and the finished goods with a value of $12 million;

(f) The Shipping Section arranges the transportation of raw materials to the manufacturers and delivers finished goods to the GCO European warehouse in Huningue, France. The latter delivers orders from inventory to National Committees and field offices. Some 93 countries are served by the Geneva Area Office;

(g) The Finance Section prepares and follows up the Geneva Area Office work plan, continuously evaluates the business situation and risk, prepares the monthly and year-end reporting for GCO management, handles budget control of income and expenditure, variance reporting, sales and profitability analysis by country and by product and analyses National Committee financial reports;

(h) The Electronic Data Processing Section provides applications systems support and evaluates new hardware and software systems. This includes production planning and scheduling systems, linear planning, customer order processing, inventory management, cost accounting, general ledger and budget controls, as well as interfacing with GCO New York, UNICEF communications systems and National Committees.

100. All the promotional and sales activities in the countries covered by the Geneva GCO Area Office are carried out through National Committees and field offices in Africa and the Middle East. This work is supported through dozens of regional workshops, marketing meetings, seminars and personal visits to and from the countries concerned.

101. GCO production, procurement, storage and shipping facilities in Europe are quite large. In 1989, a total of 13,600 tons of products and 30 million items of promotional materials were processed.

FIGURE 1

UNICEF HEADQUARTERS EXTERNAL RELATIONS STRUCTURE

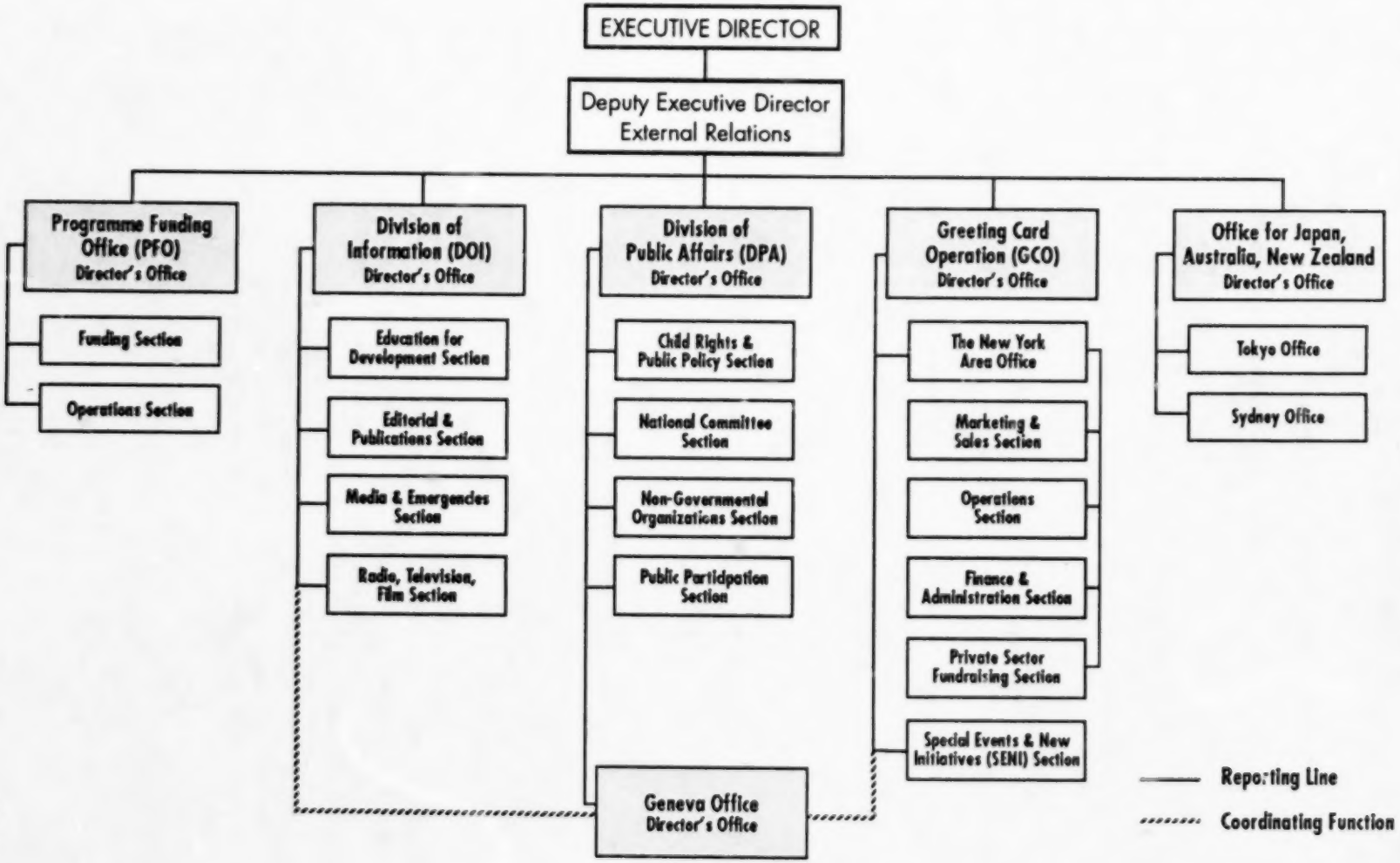

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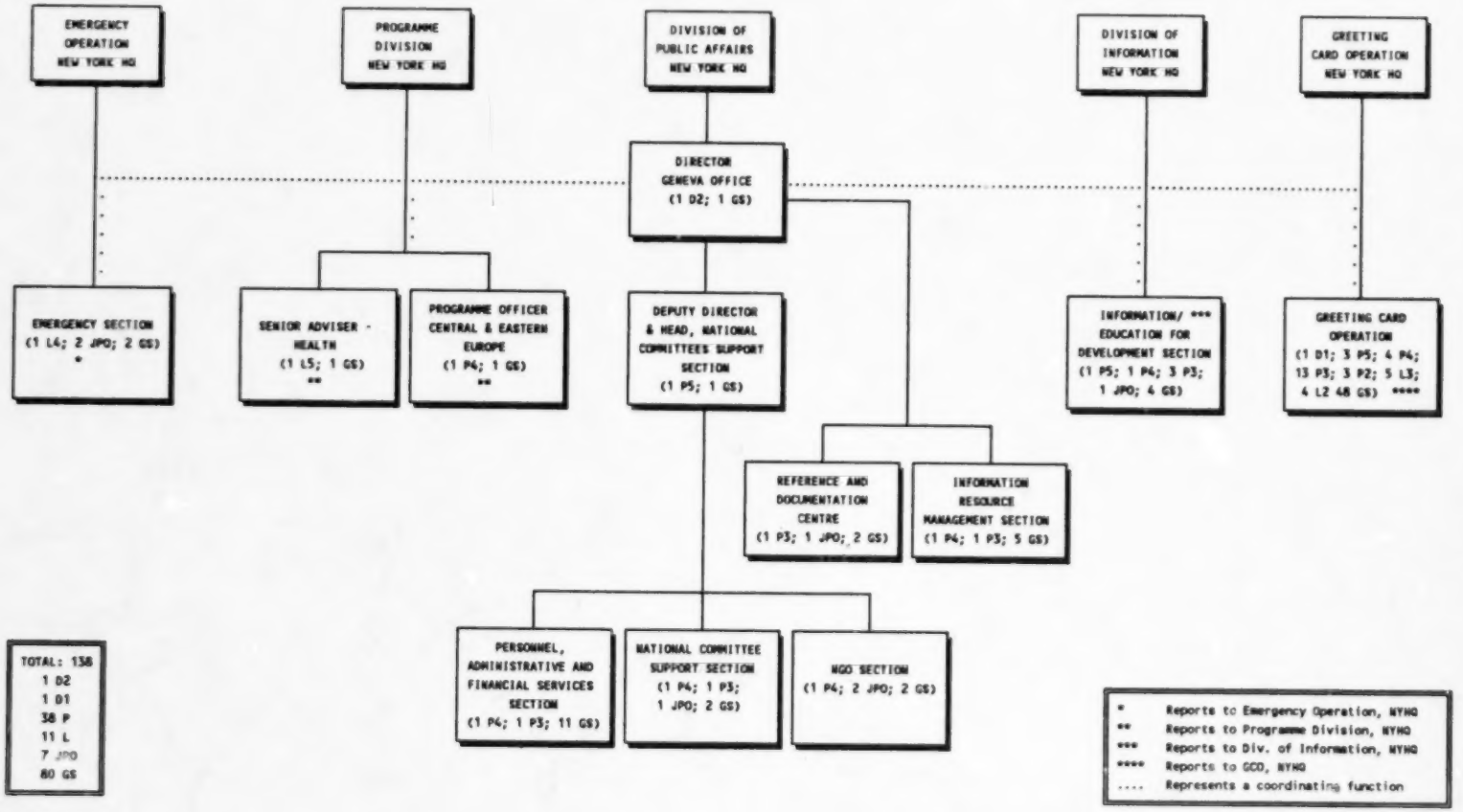
FIGURE 2

UNICEF GENEVA OFFICE ORGANIZATION CHART
1992-1993 PROPOSED


EMERGENCY OPERATION NEW YORK HQ
PROGRAMME DIVISION NEW YORK HQ
DIVISION OF PUBLIC AFFAIRS NEW YORK HQ
DIVISION OF INFORMATION NEW YORK HQ
GREETING CARD OPERATION NEW YORK HQ
DIRECTOR GENEVA OFFICE (1 D2; 1 GS)
EMERGENCY SECTION (1 L4; 2 JPO; 2 GS) *
SENIOR ADVISER - HEALTH (1 L5; 1 GS) **
PROGRAMME OFFICER CENTRAL & EASTERN EUROPE (1 P6; 1 GS) **
DEPUTY DIRECTOR & HEAD, NATIONAL COMMITTEES SUPPORT SECTION (1 P5; 1 GS)
INFORMATION/ EDUCATION FOR DEVELOPMENT SECTION (1 P5; 1 P4; 3 P3; 1 JPO; 4 GS) ***
GREETING CARD OPERATION (1 D1; 3 P5; 4 P4; 13 P3; 3 P2; 5 L3; 4 L2 48 GS) ****
REFERENCE AND DOCUMENTATION CENTRE (1 P3; 1 JPO; 2 GS)
INFORMATION RESOURCE MANAGEMENT SECTION (1 P4; 1 P3; 5 GS)
PERSONNEL, ADMINISTRATIVE AND FINANCIAL SERVICES SECTION (1 P4; 1 P3; 11 GS)
NATIONAL COMMITTEE SUPPORT SECTION (1 P4; 1 P3; 1 JPO; 2 GS)
NGO SECTION (1 P4; 2 JPO; 2 GS)
TOTAL: 138
1 D2
1 D1
38 P
11 L
7 JPO
80 GS
* Reports to Emergency Operation, NYHQ
** Reports to Programme Division, NYHQ
*** Reports to Div. of Information, NYHQ
**** Reports to GCO, NYHQ
.... Represents a coordinating function

UNITED
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Economic and Social Council

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Executive Board
1991 session

POLICY REVIEW

UNICEF EXTERNAL RELATIONS: A REVIEW

Corrigendum

Paragraph 23

Replace paragraph 23 by the following:

23. The Office of the Director for Australia, Japan and New Zealand is located at Tokyo, with a liaison office at Sydney. The Office carries out advocacy, fund-raising, information and supply functions under headquarters' guidance and liaises with the respective and National Committees and NGOs in Australia, Japan and New Zealand.

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